DEPARTMENT OF THE ARMY

HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
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AMC Policy Memo 711-1
Expires: 4 April 2007

AMCOPS   4 April 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Materiel Command (AMC) Logistics Modernization Program Data Implementation Policy

1. **Purpose.** To establish AMC guidance for initiating and realizing a program that validates the accuracy (cleanliness) of data prior to migration from legacy systems to the Enterprise Resource Planning (ERP) system, the Logistics Modernization Program (LMP).

2. **Applicability.** This policy applies to all AMC organizations and activities with the responsibility for migrating and sustaining data to ensure information quality and accuracy. It forms the guiding framework in which AMC data managers will operate. In addition, Army Program Managers/Program Executive Officers (PM/PEOs) will be required to comply with specific data implementation requirements in order that their specific applications interface with and comply with AMC-defined requirements for the Single Army Logistics Enterprise (SALE).

3. **Scope.** The guidance will enable current and future integration into the SALE and for meeting compliance with Department of Defense (DoD) objectives for net-centric data exchange. It provides the foundation for military readiness by delivering Enterprise-wide business management processes and timely operational support to combat forces and to mission essential, non-combat related areas.

4. **Background.** The AMC is modernizing its logistics processes by instituting the LMP using SAP ERP software. The LMP replaces the national logistics functions now supported by the retiring Commodity Command Standard System (CCSS), the Standard Depot System (SDS), and other specified legacy systems and subsystems. As the AMC moves away from independent application development to an ERP environment where business process and data are integrated, mechanisms for identifying and fostering the use of best practices in data definition and data sharing are important issues. Migrating and exchanging data from legacy systems within an ERP environment in a way that supports end-to-end business processes and decision making are important considerations. Data cleansing, analysis and harmonization prior to migration is the optimum way to ensure the ERP and the legacy systems work together. Responsibilities of data owners and data custodians in the life-cycle management activities need to be clearly and consistently assigned. The LMP implementation is the responsibility of the AMC Deputy Chief of Staff for Operations (AMC G-3). Accomplishment and coordination of day-to-day SALE

requirements is performed by the AMC Director for Enterprise Integration (Dir, EI), who
is dual-hatted as the Deputy for Army Logistics Enterprise Integration (DALEI).

5. **LMP Overview.** This policy applies to the LMP, which is a sub-component of the SALE and
implements the Army's core mission area of National Logistics. The AMC's Data Policy
supports LMP pre-deployment, stabilization, and post-deployment and strives for reliable
information. It applies to LMP data migration and exchange with legacy systems, and provides
guidance for data life-cycle management to include the:

   a. Employment of centralized data management for cleansing, validation, analysis, and
migration

   b. Utilization of metrics to measure performance and progress

   c. Minimization of data migration costs associated with the ERP implementation

   d. Reductions in ERP post Go-Live productivity dips

The AMC is pursuing a data strategy that transitions responsibilities from legacy system
environment assignments. The chart below provides a view of changes to data responsibility
designed to effectively migrate and then sustain modernized systems. Transitional roles and
responsibilities are described in the paragraphs below.

Data Activity	Legacy Environment	New Environment
Central Oversight and Analysis	CDA	LOGSA
Quality Metrics	CDA	LOGSA
Meta Data Repository and Registry	CDA	LOGSA
System Configuration and Integrity	CDA	PD LMP
Data Loading	CDA	PD LMP
Legacy Data Migration Preparation	MSC DC	LCMC DC
Functional Business Oversight	DM	BAL
Data Mapping/Matching	DM	BTL
Access	DM	BTL
Data Object Structure	N/A	DOO
Quality/Cleansing	SME	SME

LEGEND:

DOO-Data Object Owner
BAL – Business Area Lead
LCMC – Life-cycle Management Command
BTL – Business Team Lead
LOGSA – Logistics Support Activity
CDA – Central Design Activity
MSC – Major Subordinate Command
DC – Data Czar
PD LMP – Program Director, Logistics
          Modernization Program
DM – Domain Manager
SME – Subject Matter Expert

6. **Responsibilities.** Responsibilities for AMC Data Management are depicted in the chart
below. If issues are encountered, they are generally resolved from left to right as SMEs address
initial migration tasks. Problems may also be passed to or resolved with additional parties.
LOGSA acts in an oversight role.

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AMC Data Responsibilities
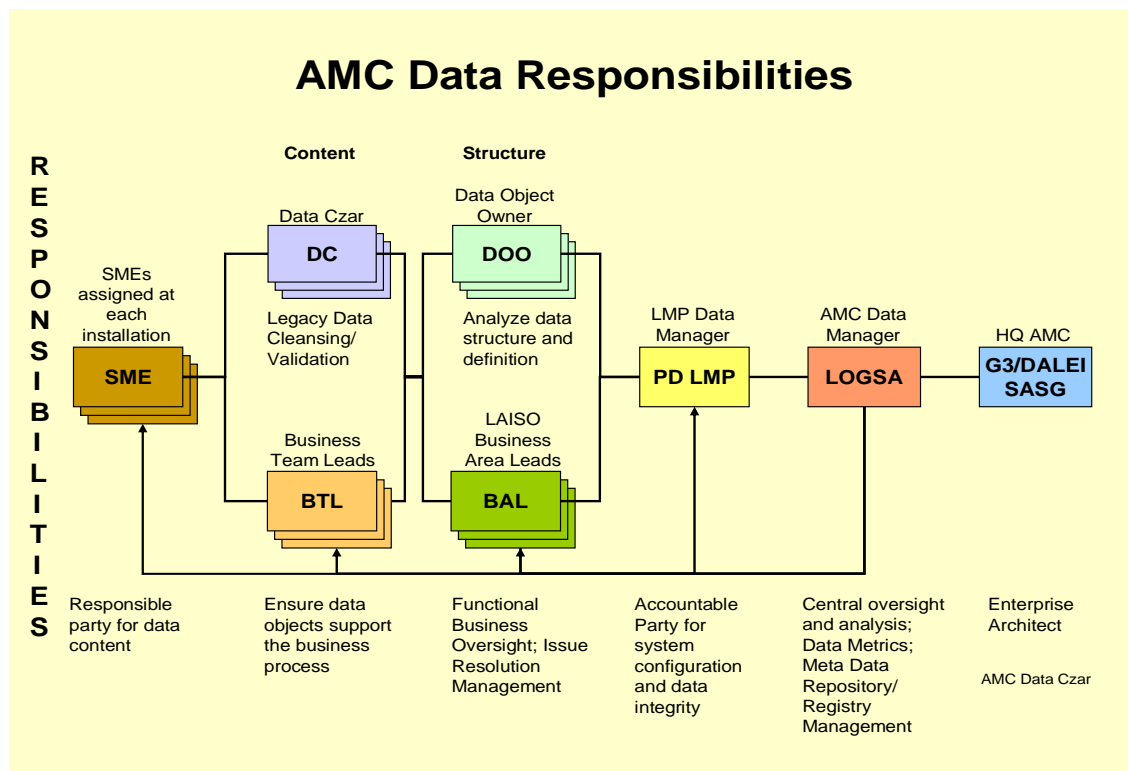
a. Principal Deputy, AMC G-3. The Principal Deputy, AMC G-3 has been designated as the overall Data Czar for HQ AMC and will serve as the approval authority for all recommendations and decisions related to LMP Data Implementation, establish the framework for AMC data cleansing/validation/migration, provide oversight of the AMC G-3 functional proponent offices as they assign data object owners for data which they maintain managerial control, and approve or recommend decisions related to data cleansing tools.

b. Director of Enterprise Integration (EI), AMC G-3. The AMC G-3 Director of Enterprise Integration (EI) is responsible for developing the SALE architecture, which ensures that Army information systems support end-to-end logistics business processes, and includes data quality management and standards. The Director, EI is responsible for ensuring SALE architectural alignment with the DoD Business Management Modernization Program's Business Enterprise Architecture–Logistics and complies with the Net-centric Data Strategy as defined by the DoD Chief Information Officer and Comptroller/Chief Financial Officer. The Director, EI has a direct interest in the data quality for the LMP, since LMP is an ERP component of the SALE and the data that is exchanged with national legacy systems must be the cleansed, migrated, and exchanged in a manner that supports integration.

c. Strategies, Architectures and Standards Group (SASG). The SASG is a supporting staff activity to the AMC Director, EI with the responsibility for monitoring the design and development of the SALE and for maintaining the Operational, Systems, and Technical Architectures in accordance with the DoD Architecture Framework. The Army will use the ARIS information toolset as the repository for the SALE architecture products, to include the associated

data architecture and metadata. The SASG ensures that LMP organizational structures and data object definitions support the SALE integration.

d. Logistics Support Activity (LOGSA). The LOGSA is responsible for central oversight and program administration of the migration (cleansing/validation) of AMC LMP Data. LOGSA's responsibilities for AMC data life-cycle control includes:

(1) Defining data goals, objectives, strategies and standards for data cleansing/validation administration.

(2) Exercising oversight of legacy data cleansing, analysis, harmonization and staging to support the ERP environment and prioritizes associated tasks. These activities take place outside of the ERP environment with third party solutions.

(3) Developing the technical solutions to support identified metrics.

(4) Monitoring LMP data quality and availability through the use of metrics and audits.

(5) Compiling and maintaining a catalog with discovery level metadata using a standard metadata template that provides information about the content, characteristics, accessibility, and ownership.

(6) Implementing LMP data security and access control.

(7) Coordinating the investigation of data related issues and data actions with the Business Area Leads (BALs), Business Team Leads (BTLs), Data Czars, System Integrators, and external trading partners, as applicable.

(8) Providing users, developers, system architects, and integrators with insight into the discovery, accessibility, LMP data content, and interoperability of Army logistics data.

(9) Developing Memoranda of Agreement (MOA) together with the appropriate BTLs and LMP trading partners to fix responsibility for ensuring the data quality of each external trading partner.

e. Program Director, Logistics Modernization Program (PD, LMP). The PD, LMP directs the efforts of the LMP support contractor. Upon data preparation, the PD, LMP:

(1) Develops and directs execution of the data migration plans.

(2) Accounts for system configuration and data integrity in the LMP system.

f. Data Object Owner (DOO). DOOs are responsible for the following actions:

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    (1) Analyze data structures, data definitions, data elements, and metadata.

    (2) Develop and execute data validation plans.

  g. Business Area Lead (BAL). BALs represent the approved SALE business process areas: Product Life-Cycle Management, Supply Management, Distribution, Maintenance, Ordnance Manufacturing, Acquisition, Force Planning, Financial Management, Personnel Management, Medical, and Battle Command. The BALs:

    (1) Provide business process oversight, requirements definition, and assistance with policy and doctrine development.

    (2) Manage, coordinate, and resolve data issues with LOGSA, Business Team Leads, Subject Matter Experts, Data Czars and other BALs.

    (3) Facilitate the identification, proper management and effective use of data associated with the business processes.

    (4) Define what quality metrics are applicable for a specific data entity (e.g., accuracy, completeness, age, etc.)

    (5) Serve on enterprise working groups, such as: DoD Process Review Committee, DoD Data Strategy Working Group, Army Data Integrity Working Group and AMC Data Management Integrated Process Team (IPT).

    (6) Develop and implement change management.

  h. Business Team Lead (BTL). The BTLs are assigned for each of the functional business areas and are aligned with various BALs to support End-to-End business processes. They work with the respective BALs and LOGSA to ensure data objects support the business processes. The BTLs:

    (1) Provide guidance to data object owners and data czars to manage the structure, content and validity of the data for their functional areas.

    (2) Identify and resolve data issues related to their business areas and elevate unresolved issues to the appropriate BAL.

    (3) Contribute to the development and execution of data specific scenario tests and cutover plans.

    (4) Provide guidance to the Subject Matter Experts and Data Czars for their respective business areas to ensure that the enterprise data standards and policies are implemented.

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   i. Data Czar. The Data Czar is a Command's key representative for legacy data cleansing/validation of their respective site's data prior to migration. Once data is migrated to LMP, the Data Czar's responsibilities will transition to the BTLs. The Data Czars:

      (1) Work closely with SMEs and BTLs to resolve legacy data issues.

      (2) Internally coordinate their command's data issues.

   j. Subject Matter Expert (SME). The SMEs are responsible for their respective business area data at their Command sites. They work with the data on a day-by-day basis which develops close familiarity. The SMEs:

      (1) Act as responsible agents for data content and complete quality and cleansing activity, thereby achieving data accuracy for their respective business area.

      (2) Establish and ensure data security and availability requirements.

      (3) Report unresolved issues to the BTLs.

   k. Project Implementation Team. The project implementation team is comprised of both contractor support and government representatives, who work within the data framework to ensure LMP data quality. The project implementation team configures the ERP system and modifies/adds interfaces to legacy software applications to meet functional requirements and capability needs. It performs mapping and other data migration tasks. The Project Implementation Team configures the system for user access in accordance with the organization's business processes. It uses problem or issue reporting systems that capture LMP data problems, and is charged with resolution of LMP data deficiencies. It also evaluates and recommends LMP data storage and hardware host requirements.

   l. The AMC LMP Data Cleansing/Validation Management IPT. The AMC maintains a LMP Data Cleansing/Validation Management IPT that advises the existing AMC management of issues related to LMP data. The members are drawn from the established LMP data cleansing/validation management framework. The group will meet at the discretion of and be chaired by an AMC G-3 representative (LOGSA). The group's membership will include representatives from LOGSA, the Army Materiel Systems Analysis Activity (AMSAA), the Program Director LMP, SASG, and Lead AMC Integration Support Office (LAISO).

7. **Summary.** This policy memorandum establishes a program that works to ensure that cleansed legacy data is migrated to and sustained in the new logistics operating environment in an effective manner. It accomplishes that by designating roles and responsibilities for optimal results.

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FOR THE COMMANDER:

//Signed//
MITCHELL H. STEVENSON
Major General, USA
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